

ER 84-1373

23 MAR 1984

MEMORANDUM FOR: Deputy Director for Operations  
DDO Division Chiefs  
DDO Branch Chiefs

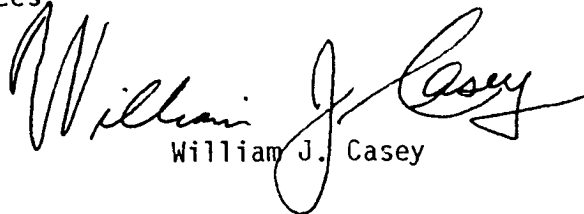
FROM: Director of Central Intelligence

SUBJECT: Pursuit of Excellence

1. As I mentioned in the auditorium on Friday, our pursuit of excellence depends ultimately on the personal commitment of each of you to implement the broad changes in direction that we have agreed to undertake. Recognizing that each manager's style is different, I expect each of you to find ways of doing the following:

- Delegate authority and responsibility to the lowest levels possible.
- Undertake a major effort to increase recognition of outstanding performance -- provide feedback, celebrate successes; encourage greater use of unit citations, cash awards and nonmonetary forms of recognition.
- Foster better communications in all directions -- be visible and accessible.
- Encourage sensible risktaking, creativity and innovation.

2. Responsibility must be accompanied by accountability. I will hold you accountable and expect you to do the same with your subordinate managers. The measure of a manager will include an evaluation of the extent to which he or she communicates the goals, philosophies and standards of this Agency to its employees.

  
William J. Casey

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